



# Relationship Quality in Hair Style Context: Antecedents and Consequences

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## **Abstract**

**Background:** Relationship quality is an emerging concept to measure lifetime value of a customer. This study is intended to develop relationship quality model in hair style context, including antecedent variables, relationship quality dimensions, consequent variables of relationship quality, and relationships between antecedent variables, relationship quality, and consequent variables.

**Research Objective:** The objective of this study is to analyze the relationship between relationship quality and attitude of extension brand is mediated by congruence between parent brand and extension brand. This study also examines how relationship quality influence satisfaction, trust, and commitment dimensions in hair style context. **Research Methodology:** The samples are taken from 267 customers of 2 salons that have brand extensions. All of variables are measured by adapting instrument of Crosby, Evans and Cowes (1990) and Shamdasani and Balakrishnan (2000). **Results:** Except H5, all of the hypothesis (H1 – H11b) are confirmed. At the end of this research we offered some recommendations for the Salons managers.

**Keywords:** relationship quality, parent brand, extension brand, attitude of extension brand

## **INTRODUCTION**

It is now been proven that development and maintenance of relationships with existing customers is more important than finding a new customer (Gummesson, 1994; Gronroos, 1990). Research has shown that consumers have a strong relationship with company more profitable because they consume more on a regular basis (De Wulf, Oderkerken-Schröder, and Iacobucci, 2001), spend more per visit (De Wulf, Oderkerken-Schröder, and Iacobucci, 2001), are willing to pay more for goods and services purchased (Dowling and Uncles, 1997), and cheaper cost to serve (Rigby *et al.*, 2002 in Grégoire and Fisher, 2006). Relationship quality includes essence of relationship marketing (de Búrca, Fynes, and Roche, 2004). De Búrca, Fynes, and Roche (2004) also stated that most of the level of consumer loyalty can be maintained and achieved through development and maintenance of a high quality relationship with consumers.



Issues related to relationship quality can be grouped into three main topics: the dimensions of relationship quality, antecedent variables, and variable consequences. The diversity of relationship quality dimension occurred because relationship quality is very dependent on the specific context of each study (Ulaga and Eggert, 2006). However, previous research has conceptualized relationship quality as a higher level concept that consists of several distinct but related dimensions (Smith, 1998; Kumar, Scheer, and Steenkamp, 1995a).

Relationship quality often stresses importance of trust, satisfaction, and commitment (Ulaga and Eggert, 2006; Carr, 2006). This study was conducted in the context of beauty salon services. Berry (1983 in Shamdasani and Balakrishnan, 2000) claimed that relationship marketing can be very precise in the context of services if: (1) consumers want an ongoing or periodic services, (2) consumer control of service provider selection, and (3) there are alternative service providers and consumers switching from one supplier to another is common. So, the practice of relationship marketing is appropriate for a beauty salon services (Bateson and Hoffman, 1999; Goodwin and Smith, 1990). The last reason is that provision of services at beauty salons are usually more than thirty minutes (Price, Arnould, and Tierney, 1995), and are directed at people with high direct contact and provision of individual services (Bowen, 1990).

Specifically in the context of beauty salon services, a new variable used is the consequence of loyalty (Shamdasani and Balakrishnan, 2000). Other consequences of the studied variables in the context of services, including beauty salon services, is loyalty (Hennig-Thurau, Gwinner, and Gremler, 2002; Shamdasani and Balakrishnan, 2000), positive word of mouth (Hennig-Thurau, Gwinner, and Gremler, 2002) and intention to repurchase (Patterson, 2004). Antecedent variables and consequences in this study are adapted from Crosby, Evans, and Cowles (1990) and Shamdasani and Balakrishnan (2000).

It is a widely used strategy to launch new products hoping that reliability of the existing brand will be transferred to extended products based on the brand (Keller, 2003). In terms of the dimensions of relationship quality, the study was limited to the satisfaction, trust, and commitment. In terms of consequences of relationship quality variables, this study was limited to loyalty, attitude toward brand extensions, as well as perceptions of congruence between parent brand and brand extension.

### **Problem Statement and Research Benefits**

Whether relational selling behavior, skill, knowledge workers, workers with a consumer friendly, similarity between the consumer, communications, environment, symbols and artifacts positively affect relationship quality?



Whether relationship quality affects the perception of congruence positively between parent brand and brand extension?

Whether relationship quality directly and positively influences attitudes toward a brand extension or through perception of congruence between parent brand and brand extension?

Benefits of this research are to enrich theory of relationship quality. For practitioners of beauty salon services, results of this study are expected to be a material consideration in management of the beauty salon services.

### **CONCEPTUAL FRAMEWORK AND HYPHOTHESES**

*Relationship quality* is result of the general assessment of strength of relationship to meet needs and expectations of both parties in touch. This was based on a history of positive experiences and negative of both sides during relationship. Accordingly, results of common assessments on those experiences are a value that accumulates (Gummesson, 1987). Dimensions of relationship quality are described hereinafter include satisfaction, trust, and commitment.

*Satisfaction* (Day, 1984 in Westbrook and Oliver, 1991) is ". . . a post choice evaluative judgment concerning a specific purchase selection." Hunt (1993) and Cadotte, Woodruff, and Jenkins (1987) stated that current interpretation of satisfaction is mainly dominated by emotional component. It could be argued that satisfaction can be related to overall experience is fun, which includes performance and relationships with employees, as well as equipment and materials used.

Trust. Belief in a relationship relates to people's expectations about behavior of others in the future and including behavior itself is related to realization of word, promise, verbal or written statements from other parties (Rotter, 1967 in Chow and Holden, 1997). So, consumer confidence in a service firm can be related to virtues of service and reliability, and service provider's tools and materials used.

Commitment of consumer for services related to importance of continuing relationship, intention to maintain a relationship in future, as well as identification and emotional attachment with service provider (Anderson and Weitz, 1990).

### **Antesedents of Relationship Quality**

There are many antecedents of relationship quality variables, including: relational selling behavior, workers' skills, workers' knowledge of the consumer, friendship between workers and consumers, similarity between consumers, consumers' interpersonal communication, symbols and artifacts, and atmosphere. Relational selling behavior refers to behavioral tendencies shown by sales agent to foster relationships between buyers and sellers (Crosby, Evans, and Cowles, 1990).



Shamdasani and Balakrishnan (2000) claimed that skill is a subjective term that is based on consumer perceptions of knowledge, training, experience, qualifications, or skills that are valuable in realm of salon services. Knowledge about customers understands of consumer preferences of organization (Joshi and Sharma, 2004). Friendship was perceived as a tendency of workers to act as a friend and to be involved in process of interpersonal communication with consumers (Shamdasani and Balakrishnan, 2000). Similarity between consumers may include appearance, age, dress, interests, and marital status (Clark and Martin, 1994 in Shamdasani and Balakrishnan, 2000). Consumers' interpersonal communications are frequency and familiarity to communicate, and communicate a sense of excitement for the salon (LeBaron and Jones, 2002). Symbols and artifacts can include decorations and furnishings, the quality of materials used, sophistication of equipment, as well as the existing lounge (Bitner, 1992). An environmental condition (ambient condition) includes atmosphere, music, color, temperature, humidity, air quality, aroma, sound, physical comfort, lighting, and texture (Bitner, 1992; Hutton and Richardson, 1995).

### **Consequences of Relationship Quality**

Consequences of relationship quality include loyalty (Shamdasani and Balakrishnan, 2000; Sheth, 1996 in Hennig-Thurau, Gwinner, and Gremler, 2002), perception of congruence between parent brand and brand extension and attitudes on brand extension. Loyalty is indicated through repurchase or repurchase intentions (Rust, Zahorik, and Keiningham, 1995; Cronin and Taylor, 1992). So, it represents possibility to use services in the future as well as advice to others, possibility of switching if costs rise. Park, Jaworski, and MacInnis (1986) states that concept of putting your brand in minds of consumers and distinguish it from other brands in the same category. Brand extension is created by introducing new products that reflect benefits, attributes, or features of a different brand (Keller, 2003). Brand extension occurs when a company uses an existing brand name to enter new markets. So, perception of congruence between parent brand and brand extension could include ability of facility, skills company produces a product brand extension, and workers on parent brand in generating brand extensions.

Allport (1935 in Edwards, 1957) states that "Attitudes are learned predispositions to respond an object or class of objects in a consistently favorable or unfavorable way." So, attitude is a tendency that gained from experience (studied) to give a positive or negative response which is consistent with an object.

### **RELATIONSHIP BETWEEN THE VARIABLES AND HYPOTHESIS**

Salesperson should be aware of and adapt or flexible to fit the different communication styles of consumers (Weitz, 1978). Salespeople who can adapt his



style to the situation at hand will have a strategic advantage over the sales force that does not have a flexible style (Pederson, Wright, and Weitz, 1988 in Miles, Arnold, and Nash, 1990; Crosby, Evans, and Cowles, 1990; Lin and Ding, 2005, 2006).

**H1:** Relational selling behavior has a positive effect on relationship quality.

Knowledge of sales force on product is an important determinant of customer satisfaction with sales force (Shamdasani and Balakrishnan, 2000). Smith's study (1998a) and Crosby, Evans, and Cowles (1990) also showed that relationship quality (trust and satisfaction) increases through perceived competence of sales force.

**H2:** employee skills has a positive effect on relationship quality.

Marketing frontline workers' performance has direct influence on experience and customer satisfaction which in turn build on consumer perceptions of corporate performance (Jia and Leslie, 2007). According to Price, Arnould, and Tierney (1995), responsiveness, empathy and assurance providers is relatively important to create customer satisfaction, particularly for provision of services to more than thirty minutes. Shamdasani and Balakrishnan (2000) also suggest that consumers have more confidence to people who know the customers and their specific needs.

**H3:** working knowledge of consumer has a positive effect on relationship quality.

Relationship between workers and consumers can develop into a friendship, not just a formal relationship. Study of Morgan and Hunt, 1994; Weiner and Mowen, 1985 (in Shamdasani and Balakrishnan, 2000) and Shamdasani and Balakrishnan (2000) show that communication is a major antecedent of satisfaction and trust.

**H4:** friendship between employee and consumer has a positive effect on relationship quality.

Consumers vary in view of the importance of how to behave, physical characteristics, social class, age group, and others in a community (Martin and Pranter, 1989). Accordingly, the results of research Shamdasani and Balakrishnan (2000) showed that similarity between customers was positive and highly significant effect on satisfaction. They also found that the similarity has a positive but not significant effect on confidence.

**H5:** similarity between consumers has a positive effect on relationship quality.

Another consumer behavior can be a cause of satisfaction consumers (Raajpoot and Sharma, 2006; Martin and Pranter, 1989; Bitner, 1990). Grove and Fiske (1997) also found that half of respondents said another consumer behavior, both good and bad, affect their overall evaluation of their experience. In addition, opinions



of others can significantly affect patients' expectations for upcoming service (Clow, Fischer, and O'Bryan, 1995).

*H6:* interpersonal communication consumer has a positive effect on relationship quality.

Parasuraman, Zeithaml, and Berry (1985) identify elements of a real physical environment as an important aspect, which is the main determinant of quality of service. Shamdasani and Balakrishnan (2000) and Auh (2005) also showed that symbols and artifacts affect consumer satisfaction and confidence.

*H7:* symbols and artifacts have a positive effect on relationship quality.

Baker, Grewal, and Parasuraman (1994) found that atmosphere of store environment is a signal for consumers to infer quality and store image. Mattila (2001) also showed that if there is a match between type of music and aroma of environment, consumer shopping experience will increase.

*H8:* atmosphere has a positive effect on relationship quality.

Other research shows that commitment has a mediating role in formation of customer loyalty and behavioral intentions (Garbarino and Johnson, 1999; Pritchard, Havitz, and Howard, 1999; Morgan and Hunt, 1994). Trust is part of "credibility of brand" which influence acceptance of brand extensions (Keller and Aaker, 1992).

*H9:* relationship quality has a positive effect on loyalty.

Bell, Fisher, and Loomis (1978) states that experiences influence perception. About the experiences and perceptions of similarity of a brand, Baker, Hunt, and Scribner (2002) showed that for consumers with low knowledge experience, an assessment of similarity between brand that is significantly lower after the new brand is marketed. They also found that for consumers who have experience of high knowledge, assessment of the similarity between brand will not change significantly after the new brand is marketed.

*H10:* relationship quality has a positive effect on perceptions of congruence between parent brand and brand extension.

Brand extensions success can be identified through attitudes of consumers towards the brand. Consumer attitudes evolved through his personal experience with reality, as well as through information from other people, salespeople, and the mass media (Loudon and Bitta, 1993; Schiffman et al., 2001). Consumer attitude simplify decision-making (Schiffman *et al.*, 2001), for example through transfer behavior in one situation to another.



Perceived quality of the brand has been used as one variable in various studies on brand extension (Milewicz and Herbig, 1994 in Martinez and de Chernatony, 2004). The assumption is that quality of parent brand will be transmitted to its brand extension, and greater perceived quality of the parent brand will have a positive effect on receipt of the brand extension (Martinez and de Chernatony, 2004). Aaker and Keller (1990) also stated that brand extension will be successful if the negative associations of the parent brand is not transferred and is not created through brand extension. Correspondingly, Tauber (1988 in Aaker and Keller, 1990) states that the perceived congruence is a key element in predicting the brand extension success.

*H11a*: relationship quality directly affects attitude of brand extension.

*H11b*: relationship quality did not directly affect attitude of brand extension, but through perception of congruence between parent brand and brand extension.

## RESEARCH METHOD

**Population** and sample. This study population is all of the consumer in two of the largest beauty salon services that located in Jakarta, visit the salon minimum three times. Choosing of those salons based on the fact that the salon has a shampoo brand extension. The sample was 267 consumers. In accordance with structural equation modeling is used as a tool of analysis in this study, a minimum number of consumers as sample are 200 (Boomsma, 1987 in Arbuckle, 1997). There are 177 (66.3%) females and 90 males (33.4%). Respondents' age are 15-55 years, the average is 27.8 years and the standard deviation is 8.75 years.

Measures. Relational selling behavior is measured based on consumer perceptions about labor force in communication to build relationships with consumers, which includes the content, principles, and habits (Crosby, Evans, and Cowles, 1990). Workers' skills measured by consumer's perception on their knowledge and skills about hair care, experience, and suitability of their work. Workers' knowledge of consumer is measured through consumer perception of the workers' knowledge about their consumers' wants and needs, as well as workers' remembrance of the consumer. Friendship with workers and consumers is measured by frequency of their communication, discussion topics which also includes things that are personal, and comfort in talking. Similarity between consumers is measured by appearance, age, dress, interests, and marital status. Communications among customers are measured by frequency and familiarity they communicate, as well as feelings of pleasure to communicate among themselves during the on-site salon. Similarity between consumers is measured by appearance, age, style, interest, and marriage status. Symbols and artifacts are measured through decoration and furniture salon, quality of materials used, sophistication of equipment, as well as lounge salon.



Atmosphere is measured through lighting, temperature, cleanliness, and atmosphere. All of these variables are measured by adapting instrument of Shamdasani and Balakrishnan (2000).

Relationship quality was measured in three dimensions, namely satisfaction, trust and commitment. Satisfaction is measured by a pleasant overall experience felt by consumer during his salon customers are being serviced. It includes performance and relationships with employees, as well as equipments and materials used (Shamdasani dan Balakrishnan, 2000). Consumers' trust is measured by the goodness and reliability of salon services providers, equipment and materials used (Auh, 2005). Commitment is measured to evaluate whether they will continue the relationship. The intention to maintain that relationship in the future, the identification and emotional attachment to the company's salon services (Roberts, Varki, and Brodie, 2003).

Consumer loyalty to beauty salon services measured by likelihood that he will use the services in the future as well as recommendations given to other parties to use the salon. Faithfulness is also associated with the likelihood of consumers to switch in case of price increases (Auh, 2005). Perception of congruence between parent brand and brand extension is measured by ability of facilities, skills, and workers associated with the parent brand in generating brand extensions (Aaker dan Keller, 1990; Keller and Aaker, 1992). Attitude toward brand extension is measured through assessment, trends, and possibility to use the brand extension (Martinez and de Chernatony, 2004). All of the variables are measured by Likert scale. We use at least three indicators for each latent variables to be reasonable and stable (Anderson dan Gerbing, 1984). Range of response alternatives are from very disagree to very agree. Every positive item scores from 10 to 1, and every negative scores from 1 to 10.

Validity and reliability. Testing of validity, reliability and data analysis are conducted by Structural Equation Modeling, using LISREL 8.80. We found the models is fit. The results also show that the model has a good overall goodness-of-fit analysis (measurement and structural) for using a model. Validity and reliability of instruments show that (1) all items have loading  $> 0.2$  (Chin, 1998) and considered significant (Fornell and Larcker, 1981) that otherwise has a good convergent validity, (2) all items had  $R^2 > 0.4$  (Bagozzi and Baumgartner, 1994) thus considered reliable, (3) all the variables and dimensions have  $R^2 > 0.6$  (Bagozzi and Yi, 1988) thus considered reliable. Related to relationship quality construct, (1) each dimension has a significant coefficient charge to the convergent validity is quite good; each dimension has a  $R^2 > 0.4$  so quite reliable. Thus, quality relationship construct is a second-order. Also found that all variables have the  $AVE > 0.5$  (Fornell and Larcker, 1981) so that the validity and the convergent quite good and has a relatively good discriminant validity.



## RESULTS

Hypotheses testing results are displayed on Figure 1. Hypotheses H1-H10 are empirically tested and classified as significant. It was found that there is a direct relation between relationship quality and attitude as well as an indirect relation between relationship quality perception and attitude through quite significant. Thus, H11a and H11b are confirmed. However, magnitude of the coefficient of the indirect relation is more than twice the magnitude of the coefficient of the direct relation.

Relationship quality is formed through the cumulative experience of consumers with various aspects relating to the services it uses. It is manifested on satisfaction, trust, and commitment of customers during the cumulative use of the services. Relationship quality variables are treated as a factor of two steps in accordance with the concept expressed by Smith (1998a), Kumar, Scheer, and Steenkamp (1995a); so the relationship quality variables in this study are treated as a second-order construct, manifested on three dimensions. The first-order (satisfaction, trust, and commitment) and not as a factor / dimension separately. Results of testing H1 means relational selling behavior may create a positive and significant relationship between consumer and quality service providers. Thus, relational selling behavior, played by workers may create a quality relationship between consumers and providers of services, which include dimension the first-order, for customers.

Result of H2 means expertise has contributed positively to satisfaction, trust and commitment (Crosby, Evans, and Cowles (1990; Woodside and Davenport (1974 in Lagace, Dahlstrom, and Gassenheimer, 1991). Skills of workers form a positive and highly significant relationship quality between service providers and consumers, including knowledge and skills of workers in hairdressing. In addition, workers' experience in hairdressing also play a role in shaping relationship quality between service providers and consumers.

Result of H3 is that knowledge of consumer contributes positively to the special demands of consumers, making consumers have confidence in the workers' (Shamdasani and Balakrishnan, 2000). Workers' knowledge contributes positively on the development of relationships quality between consumers and providers of services, includes memories of workers on the identity of the consumer.

Result of H4 is that friendship between workers and consumers contribute positively on relationship quality. Friendship is more oriented to social relations between workers and consumers. Friendship between workers and consumers contributes positively and very significantly to the development of relationship quality between the worker and the beauty salon services, including frequency and intimacy in communication, and comfort in talking.

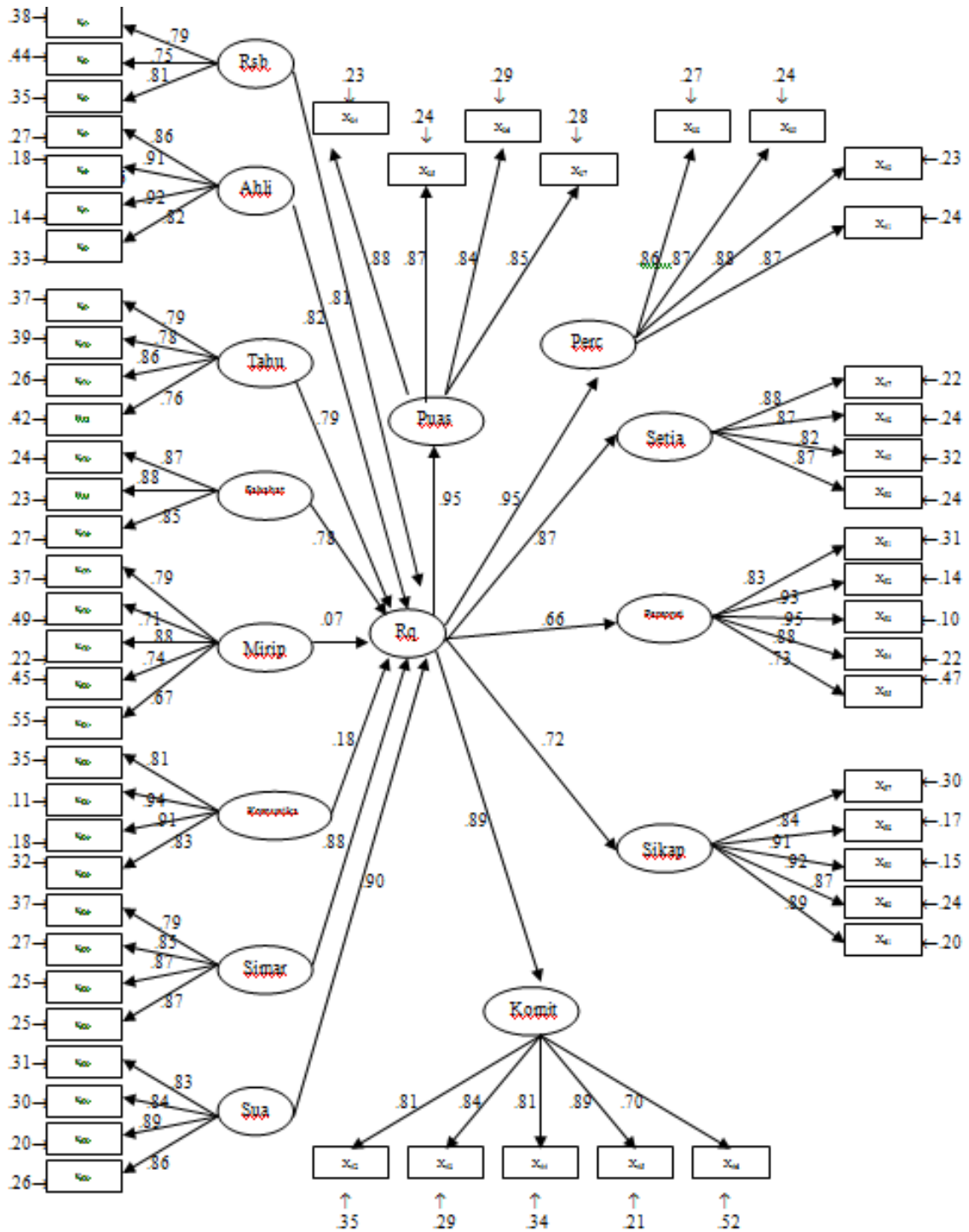


Result of H5 is consistent with the hypothesis, its structural coefficient was positive but not significant. This might be due to consumers in Asia who are not usually use beauty salon to socialize and/or sharing conversation about quality and service workers. Insignificance of similarity between consumers has effect on relationship quality above may occur because there are other variables that also play an important role in developing a quality relationship between providers and consumers, but not included in this study, such as mood and values of consumers. Consumers who have a positive mood would show a positive evaluation and have a lower perception of the incompatibility (Knowles, Grove, and Pickett, 1993; Raajpoot and Sharma, 2006). Raajpoot and Sharma (2006) found that consumers who had values open to change focused on hedonism, stimulation, and self-direction. Similarity between customers contribute positively but not significantly on development of relationship between consumers and providers of quality beauty salon services include appearance, age, dress, and interest between customers.

Result of H6 confirmed Shamdasani and Balakrishnan (2000) that interpersonal communication contributes positively to consumer confidence in the service and it have contributed in a positive and highly significant to the development of relationship between the consumer and worker quality of beauty salon services include frequency of communication and intimacy, a sense of excitement communicate between customers.



Figure 1. Standard Coefficient of SEM



Chi-square=7730.83, df=1627, p-value=0.00000, RMSEA=0.119

Result of H7 is consistent with Shamdasani and Balakrishnan (2000) that physical environment contributes positively on quality of service relationship. Symbols and artifacts contributed in a positive and highly significant to development of



relationship quality, include attractiveness, quality, sophistication, and cause feelings of pleasure.

Result of H8 is consistent with Auh (2005) that atmosphere of service delivery contributed positively on consumer confidence. The atmosphere has an positive and very significantly effect on development of relationship between consumer and worker quality of beauty salon services include lighting, temperature, cleanliness, and atmosphere.

Result of H9 showed that relation quality has a positive effect in loyalty (Auh, 2005; Sirdeshmukh, Singh, and Sabol, 2002). In this study, loyalty was oriented to possibility of switching and using the same services and invite others to use the services.

Result of H10 is consistent with Bell, Fisher, and Loomis (1978) and Leclerc, Schmitt, and Dubé (1994). Perceptions of congruence between parent brand and its extension has a positive and highly significant effect on relationship quality between consumers and workers, include facilities (producing shampoo), skills (producing shampoo), and workers (readiness) owned company.

Results of H11a and H11b show that the direct effect of relationship quality on attitudes (0.18) is smaller than its indirect effect on attitude through perceptions of quality (0.49). This is consistent with classical conditioning theory which states that experience influences consumer attitudes towards brand extensions (Schiffman *et al.*, 2001). The result H11b also supports the notion that effect of relationship quality on consumer attitudes toward the brand extension is mediated by perceptions of consumers regarding the congruence between parent brand and its extension brand (Lei et al., 2004; Nkwocha, 2005).

The attitude toward brand extension positively and significantly contributed on quality relationship between consumers and workers, include assessment, trends, and possibilities for use. Attributes relating to the assessment of the attitude drive consumer likes the feeling of shampoo produced a beauty salon services company.

## **LIMITATIONS, CONCLUSIONS AND RECOMENDATIONS**

### **Limitations.**

The study was only conducted in context of beauty salon services using a sample of two service beauty salon located in Jakarta. Correspondingly, generalization results of this study can only be valid on both the consumer population. The discriminant validity of relational selling behavior have not been met adequately in the final model of structural equation modeling. It is possible that the variable has similarities with other variables, namely the dimensions of the trust relationship



quality variables. Three statements in this study can not be included in the final analysis because they do not qualify, i.e. relational selling behavior, workers friendships with consumers, and perception of congruence between parent brand and brand extension.

### **Conclusions.**

Relational selling behavior, workers' skills, workers' knowledge about consumers, friendship among workers and consumers, interpersonal communication, symbols and artifacts, and atmosphere are positive and significant predictors of relationship quality. Similarity among consumers is a positive and non significant predictors of relationship quality. Relationship quality is a positive and significant predictor of loyalty. Relationship quality is a positive and significant predictor of congruency between parent and extended brand. Perception of congruence between parent brand and extension brand positively and significantly mediates relationship between relationship quality on attitudes about brand extension.

### **Contributions.**

The first, variable relationship quality is a higher level concept, with dimensions of satisfaction, trust, and commitment dimensions as the first level, and relationship quality as the second level. The second, as logical consequences of the first, the relationships of antecedents and consequences are related with the variable relationship quality, not each dimension separately. The third main contribution of this research is the addition of the variable consequences of relationship quality variables, namely the perception of congruence between parent brand and brand extension and brand extension attitude towards. The addition of the antecedents of relationship quality variables in the context of beauty salon services in the form of relational selling behavior, which was not previously included in the modeling of relationship quality. Both variables were affected in a positive consequence, and very significantly by the quality relationship that developed between the consumer and enterprise service beauty salon.

### **Future research.**

We recommend to extend external validity of these results in other contexts. We also recommend to use mood and value (closed and conservative) of subjects so we can confirm if similarity among consumers is a significant predictor of relationship quality, and to confirm second-order of relationship quality in every research about it.

### **Managerial implications.**

Workers can obtain a sales-oriented behavior in relationships with consumers. Training on relational selling behavior of workers can also be performed so that relationship quality between consumers and workers can be developed. The training



may include skills of employees (expertise in delivering to consumers, for example, by attaching the wall certificates or awards) in hairdressing. The training may also include techniques to demonstrate working knowledge of the consumer, such as workers' ability to memorize and call the consumer's name first.

Workers in a friendly beauty salon services through selection of candidates for employment and training to workers who have been there since the nature of friendship that can be developed. Creation of conditions of service and an atmosphere conducive to the use of the room so that consumers can communicate during the on-site provision of services.

Symbols and artifacts of services can be observed by consumers because the service itself cannot be observed directly by consumers. This can be done through a salon decor and furnishings, the quality of materials used, as well as the sophistication of the equipment used in the provision of services.

The atmosphere which is conducive to consumer needs should be created and developed on an ongoing basis by the manager. This can be done through adequate lighting, comfortable temperature, and cleanliness of the place providing services.

Beauty salon services manager should develop a quality relationship between consumers and companies in creating and maintaining customer loyalty. This can be done through the development and maintenance of satisfaction, trust and commitment to customers against the company. The dimensions should be undertaken simultaneously for all three together form a relationship quality. Beauty salon services practitioners that will develop the brand extension based on relationship quality should first examine the attitudes of potential consumers to the brand extension as well as perceptions of potential consumers that the congruence between parent brand and its brand extension.

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